

Board Minutes

17 October 2024

Legally privileged and confidential and subject to litigation privilege

Time and venue

4pm, Coram Campus

Date

17 October 2024

Attendees

Board/committee member

Ian Bauckham CBE	IB	Chair
Hardip Begol	HB	
Cassie Buchanan	CB	
Annie Gardner	AG	
Sean Harford	SH	
Conor Ryan	CR	
Matt Hood	MH	Chief Executive
Emma Beatty	EB	Operations Director

Oak National Academy

Jonathan Dando	JD	School Support and External Relations Director
Will Gayne	WG	Head of Product Strategy
Tom Rose	TR	Education Director
John Roberts	JR	Product and Engineering Director
Reka Budai	RB	Senior User Researcher
Ellie Ball	EIB	Board Secretary
Eluned Mansell	EM	

Observers

Jenny Oldroyd	JO	Department for Education
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Apologies

Henry de Zoete	HdZ	
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1. Welcome, apologies and declarations

- 1.1. Attendees were welcomed to the meeting by the Board Chair, noting apologies from Henry de Zoete
- 1.2. There were no declarations of interest to declare beyond those already recorded in the register.

2. Minutes, matters arising and electronic decisions taken between meetings

- 2.1. Minutes from the previous Board meeting held on 06 June 2024 were reviewed with agreement from the Board to approved with a change to the date.
- 2.2. Minutes from the additional Board meeting held on 27 September 2024 were reviewed with agreement from the Board to approve.

DECISION: Minutes from the Board meeting on 06/06/24 were approved.

DECISION: Minutes from the Board meeting on 27/09/24 were approved.

- 2.3. Electronic decisions taken between 6th June 2024 and 10th October 2024 were reviewed and it was agreed that these decisions were to be ratified.

DECISION: Electronic decisions taken between meetings were ratified.

3. CEO update

- 3.1. MH introduced the item highlighting successes from the last OKR period, including the Aila launch, completion of Cycle 2 curriculum sequences, release of all Cycle 1 lessons and significant user growth. He also noted the challenges of the general election and the Judicial review that have been managed alongside this progress
- 3.2. The Board discussed the OKR results from the period and how to best communicate the success of recent launches to help drive growth

This minute is legally privileged and confidential and is subject to litigation privilege. It reflects discussions which were undertaken for the dominant purpose of obtaining information and providing advice in connection with the conduct of the judicial review claim brought by BESA and others which is proceeding in the high court (claim no AC-2022-LON-003401) (the "Judicial Review"). The paper provided to the Board prior to the meeting contained an initial update on very recent changes to the Judicial Review and contained legally privileged advice. This paper, Board discussions and this minute are not to be shared or discussed outside of this Board.

DECISION - The Board provided their approval to miss Signposting KPI for 2024/2025, noting that the DfE would also have to approve

- 3.3. The Board discussed the development of the RSHE curriculum, noting that development on this started prior to the election and the new government being in place. MH updated that the DfE had requested a delay to the release

- of the RSHE curriculum to ensure alignment with the new statutory guidance, which has impacted the KR for the period of the release of new curricula.
- 3.4. MH explained Oak's recommendation to publish all other curricula, noting that there is likely to be press interest if RSHE is held back.
 - 3.5. The Board recommended waiting for two weeks before publishing any of the Cycle 2 curricula, recognising that this would affect the KR, to try to avoid splitting the release, noting that the timing around half term would have a minimal impact on teachers
 - 3.6. The Board also noted the potential impact of the RSHE delays on the Cycle 2 KPI, discussing that it may be necessary to count RSHE lessons produced, rather than released, towards the target,

DECISION: The Board approved the decision to hold the release of all Cycle 2 curricula for up to two weeks until a further steer has been received from the DfE, noting that this would result in missing the associated KR. The Board agreed that the remaining Cycle 2 curricula should be released by 4th November, regardless of progress on RSHE

- 3.7. The Board discussed growth targets, noting that the total teacher user metric is still being externally validated and tested. MH explained the recommendation to update the WAU KPI to an equivalent direct user metric as a transitional step whilst the total teacher user metric is being validated. The Board approved this decision, noting that all three numbers should be reported on whilst TTU is being validated

DECISION: The Board approved the recommendation to amend the WAU KPI to an equivalent metric for Direct Users, noting this would also need approval from the DfE

- 3.8. The Board discussed the additional KR for the period, noting the intention to grow users through new routes whilst paid marketing is on pause

[EM joined the meeting at 16.51]

4. Strategy

- 4.1. MH introduced the proposed approach to the 2025/26 strategic period, giving context on the spending review periods and budget, explaining the intention to continue with the current strategy for the 1 year spending review and then revisit for the 3 year review
- 4.2. The Board discussed the detail of the proposed approach, noting some areas to focus, including the re-positioning, AI integration and use of case studies

DECISION: Board agree to continuing with the approach, noting the need to work with the DfE to confirm the budget and direction

[EM joined the meeting at 17.04]

5. Judicial review - Legally privileged and confidential and subject to litigation privilege

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6. FARC report

- 6.1. EB introduced the item, highlighting the movement of some risks back into tolerance, progress with recent audits and the P6 position.
- 6.2. The Board discussed finance, confirming the current position at P6 and noting the admin spend being returned to the department. EB confirmed that Oak will revert back to FARC at the end of the year with updated P9 numbers, and a look ahead to the 2025-2026 budget
- 6.3. EB discussed the continued disappointment with Oak's internal audit provider, confirming the intention to procure a new supplier in the new year
- 6.4. The Board commented on the draft of the annual report and accounts, providing feedback.
- 6.5. The Board discussed resilience and cyber security and future audits to obtain accreditation in this area. WG added that the GDS peer review process has also provided some assurance.
- 6.6. SH emphasised the importance of Oak receiving the Keepwell agreement letter from the DfE, noting that this is due to be sent by the end of October
- 6.7. SH questioned if Oak is involved with the DfE's content store, commenting that DfE comms on this has been unclear. JD emphasised the desire to join up PR and comms between DfE and Oak. JO confirmed its not the case that Oak wont be on the content store, but that the focus on marking and feedback means it is not priority. The Board requested an announcement from the DfE to confirm Oak will be included.

ACTION: JO to take away statement on content store and come back to JD

DECISION: The Board agrees to sign-off the substance of the ARA as presented today and delegate authority for signing off minor changes to the ARA to FARC - with any major changes to come back to the Board

7. Curriculum report

- 7.1. TR introduced the item, highlighting recent success of cycle 1 production, cycle 2 curriculum development and the training residential event
- 7.2. CB noted maturity of processes in cycle 2 development, commenting processes are slicker and faster and response time to feedback is really impressive

8. RemCo report

- 8.1. EB introduced the item, highlighting the policies approved at the Committee meeting, progress in wellbeing scores and the updated culture
- 8.2. The Board noted the position on the consolidated pay award

9. Product report

- 9.1. JR introduced the paper highlighting success of Aila launch and user growth
- 9.2. The Board discussed the success of Aila, commenting on the success of safety controls
- 9.3. The Board suggested using more user-generated content from teachers to clearly demonstrate the benefits of Oak in marketing

[AG left the meeting at 18.00]

[RB joined the meeting at 18.00]

10. Research update

- 10.1. The Board discussed the research updates, noting strong results in the evaluation report regarding Oak's impact on teacher wellbeing and workload

[RB left the meeting at 18.19]

[The meeting ended at 18:20]